



Faculty of Applied and Creative Arts

**LEADERSHIP IN MANAGING COMMUNITY EVENTS IN  
UNIVERSITI MALAYSIA SARAWAK (UNIMAS)**

**Tan Shwu Yun**

**(39052)**

**Bachelor of Applied Arts with Honours  
(Arts Management)  
2015**



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**LEADERSHIP IN MANAGING COMMUNITY EVENTS IN  
UNIVERSITI MALAYSIA SARAWAK (UNIMAS)**

TAN SHWU YUN

39052

This project is submitted in partial fulfilment of the requirements for a  
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Faculty of Applied & Creative Arts  
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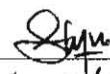
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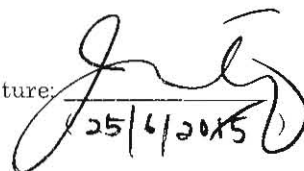
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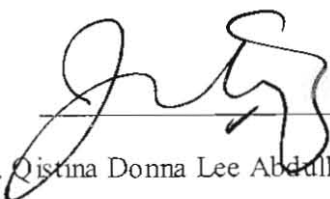
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The project entitled 'Leadership in Managing Community Events in Universiti Malaysia Sarawak (UNIMAS)' was prepared by Tan Shwu Yun and submitted to the Faculty of Applied and Creative Arts in partial fulfillment of the requirements for a Bachelor of Applied Arts with Honours (Arts Management).

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## **ABSTRAK**

*Kepimpinan dalam Mengurus Acara Komuniti di Universiti Malaysia Sarawak (UNIMAS)*

*Tan Shwu Yun*

*Kajian ini dijalankan bertujuan untuk mencapai dua objektif kajian. Objektif kajian pertama ialah untuk mengenal pasti karakteristik kepimpinan pada seseorang pemimpin yang efektif dan kedua ialah kepentingan berkongsi tenaga seseorang pengurus acara kepada krew bawahan dalam pengurusan acara komuniti. Bidang kepimpinan dalam pengurusan acara menjadi sumber inspirasi penyelidikan ini. Kaedah kualitatif telah diaplikasikan. 'Open-ended questionnaire' diisi oleh 15 orang pemimpin yang terlibat dalam pengurusan acara komuniti. Dapatan kajian untuk objektif pertama menunjukkan 12 karakteristik diperlukan oleh pemimpin yang efektif iaitu kemahiran berkomunikasi, keyakinan diri, integriti, kemahiran menyelesaikan masalah, kematangan emosi, kebolehan mengarah, berwawasan, mengambil berat keperluan pekerja, bekerjasama, kebolehan menjalankan beberapa kerja serentak, minat yang mendalam pada sesuatu, mesra dan bersedia untuk mendengar. Dapatan kajian objektif kedua ialah berkaitan dengan kepentingan berkongsi tenaga. Kepentingannya terhadap membuat keputusan ialah process komunikasi yang efektif, krew belajar membuat keputusan sendiri, menghasilkan keputusan yang bersepadu dan krew ada perasaan sebahagian daripada organisasi. Kepentingan berkongsi tenaga terhadap pemimpin ialah mengurang beban pemimpin, membina pemimpin untuk masa depan dan krew sanggup menolong pemimpin. Akhir sekali, kepentingan berkongsi tenaga dalam acara ialah acara dijalankan dengan berjaya dan acara dijalankan dengan pengurusan masa yang baik. Dapatan kajian dapat dijadikan rujukan kepada pemimpin dan membangun pemimpin yang efektif.*

## **ABSTRACT**

Leadership in Managing Community Events in Universiti Malaysia Sarawak (UNIMAS)

Tan Shwu Yun

This research is conducted to achieve the two research questions. The first research question is to identify the traits of an effective leader and the second is the importance of leadership that empowers the crews in managing community events. The inspiration of this research is from the leadership in event management. Besides that, qualitative is applied to collected research data. Open-ended questionnaire is distributed and answered by 15 leaders engage in community events. Finding for the first objective shows that there are 12 characteristic needed on an effective leader which consists of communication skill, self-confidence, integrity, problem solving, emotional maturity, drive, vision, caring for the needs of employees, collaboration, multitasking, passionate and approachable and willing to listen. The result for second objective is about the importance of power sharing. The importance of power sharing towards decision making is effective communication process, the crews can learn to make decision, to generate an integrated decision and the crews will have a sense of belonging. The importance of power sharing towards leader is leader will have lesser burden, develop future leader and crews are willing to help the leader. Lastly, the importance of power sharing towards event is the event can be held successfully and event can proceed with a good time management. The research findings can become the reference to the leader and develop an effective leader.



## **CHAPTER 1**

### **RESEARCH BACKGROUND**

#### **1.1 INTRODUCTION**

This research is conducted to study about leadership in managing community events in Universiti Malaysia Sarawak (UNIMAS). Leadership here points to event managers and people holding top position of an event management team. This chapter is an introduction in this research and will stated the basis research background. Firstly, there will have the definition of terms which consists of leadership, management, community and community event. Next, the research scope will be described. Then, the research problems are shown together with the explanation. After that, research questions and research objectives are identified based on the research problems. Afterward, the significant and limitations of the study is stated. Lastly is the chapter summary of this chapter.

#### **1.2 DEFINITION OF TERM**

There are few key words that are important to be identifying in the research title. Such as leadership, management, community and community event. These key terms definition is defined to allow the researcher and reader to understand the term clearly.

### 1.2.1 Leadership

There are various definitions of leadership and many researchers always label the definition based on their own viewpoint and opinion. 'Leadership is a process used by an individual to influence group members toward the achievement of group goals in which the group members view the influence as legitimate' (Howell and Costley, 2006, p. 4). Besides that, leadership is the leader's skill to inspire, manipulate and enable the crew or subordinate to contribute something to a group (House et al as cited in Yukl, 2002, p. 3).

Other than that, Kreitner and Kinicki (2008) also stated that leadership is a procedure that the leader influences other people in a team to reach a goal together. Hence, leadership plays a crucial role in conducting a successful event. Leadership is about how a person having the most power in making decision and leading the team toward the agreed team goal together.

### 1.2.2 Management

Kaser and Brooks (2005) stated that management is defined as the procedures of achieving the goals that have been set before by an association throughout the efficient make use of people and other resources. Besides, Kraus and Curtis (2000) also stated that the definition of management is a dynamic process and these 'management' persons play the key leadership position in the team to inspire and encourage every staff to attain mutually agreed objectives and goals together.

Event management is a career that gathers all the civic to celebration, education, marketing, and gathering for a particular reason (Goldblatt, 1997). Besides, according to Silvers as cited in Richards and Palmer (2010) stated that event management include the

process of planning, organizing and producing. Management in context of event is defined as a series of process to conduct a systematic and fluent event.

### 1.2.3 Community

Hornby (2007) stated that community is a group of human living together in a same place or nation. Moreover, community is means local resident as well as part of the major stakeholder in event (Richards and Palmer, 2010). Community consider as key stakeholder because they are the core evaluation method to evaluate the success or failure of an event. If the more numbers of people participate, the more successful of an event. As a stakeholder, they have power to oppose and restrain an event which causes pollution and bad effects to the community. Community means a group of people live together and have common characteristic in the perspective of event management.

### 1.2.4 Community Event

According to Silvers (2004), event is an experience and conduct to bring some affects and impress on the attendee of an event. Besides that, community event is a function aimed to share their experiences and communal benefits of the regional people (Wilkinson as cited in Watt, 1998). Community event is an event prepared for a particular group of people in a community.

### 1.3 RESEARCH SCOPE

This research focuses on the leadership of an event manager which is the person at the top of management team and holding the major power in an event. The area of research is UNIMAS, a governmental university in Sarawak, Malaysia. Besides that, this research points only to those community events held by non-profit organizations. Community events held by PERSENI, UNIMAS and Rotaract Club, UNIMAS are targeted will be the main sample of this research. Those non-profit organizations actively held events and functions for the community.

### 1.4 RESEARCH PROBLEM

Research Problem	Research Objective	Research Question
I. 'Effective leadership was found to be associated with improved organizational performance' (Jonathan, Kenneth, and Ralph, 1984, p. 765).	To identify the traits of an effective leadership on an event manager.	What are the traits of an effective leadership on event manager?
II. 'Leader behaviors that promote power sharing and raise the intrinsic motivation of subordinates are also likely to raise their efficacy' (Conger & Kanungo, 1988; Thomas & Velthouse as cited in Abhishek, Kathryn and Edwin, 2006, p. 1242)	To study the importance of leadership that encourages power sharing of crews.	What are the importances of leadership that will empower the power sharing of crews?

Table 1.1

Table of Research Problem, Research Objective and Research Question

- I. There have been many researches on the traits of leader in events but there is merely general trait of leadership. Previous researches are not too specific on the traits of effective leadership. 'Effective leadership was found to be associated with improved organizational performance' (Jonathan et al., 1984, p. 765). Thus, one purpose of this study is to identify the traits of effective leadership. Effectiveness of event manager is truly essential for a successful event. Besides, various and different opinions about the traits of effective event leadership are appeared on the books, journals, articles and other reading materials. For example, 'The most effective event managers are not merely managers, rather, they are dynamic leaders whose ability to motivate, inspire others, and achieve their goals are admired by their followers' (Goldbatt as cited in Allen, O'toole, Harris and McDonnell 2005, p. 95). While Turner as cited in Turner and Muller (2005) stated that seven traits of an effective event manager (leadership) have been identified such as skills of problem solving, outcome orientation, vitality and self-initiated, self assurance, self-viewpoint, communication and negotiation skill. These two examples obviously show different outcomes. Thus, it is still not clear about the traits of effective leadership.
- II. As we know that the person who has the supreme power in an event is event manager. So, if event manager does not encourage power sharing in the department leaders and persists in making decision personally then he/she will be in burden. This is because different departments need different expertise and skills. Besides, the progress of event preparation might also be deferred if there is only one person can make decision. Hence, power sharing is important in managing an event. 'Leader behaviors that



promote power sharing and raise the intrinsic motivation of subordinates are also likely to raise their efficacy' (Conger & Kanungo, 1988; Thomas & Velthouse, 1990 as cited in Abhishek et al, 2006, p.1242). Other than that, Yukl (2002) stated that leaders use power in conceited and overbearing way will cause dislike and confrontation of subordinates. So, it is important to study the leadership that encourages power sharing.

### **1.5 RESEARCH QUESTION**

Research question means the formal statement of the aim of a research. Research question state clearly that what the research will investigate and attempt to prove. Two research questions were identified. This study aims to answer the research questions as below:

- I. What are the traits of an effective leadership on event manager?
- II. What are the importances of leadership that will empower the power sharing of crews?

### **1.6 RESEARCH OBJECTIVE**

The objectives of a research summarize what is achieved by the study. Moreover, research objective also clearly set out what are the researcher wants to find out. In this research, two objectives have been stated. The objectives of this research are as follows:

- I. To identify the traits of an effective leadership on an event manager.
- II. To study the importance of leadership that encourages power sharing of crews.

## 1.7 SIGNIFICANCE OF THE STUDY

Significance of the study is important to bring some contributions to certain aspects. This research may bring some significance to researcher, event manager and community.

### 1.7.1 Researcher

In Malaysia, there are extremely little researchers doing their research on leadership in the context of event management. Most of the researches are on the leadership in the context of company and organization. So, this research can be a reference for students, researchers, educationists and so on in the context of event management especially for community event.

### 1.7.2 Event Manager

The contribution of the study will bring about to the event manager. As mentioned before, event manager is at the top of the management team. He/ she play a main role to lead the team members toward achieve the goal of an event. This study may give clearer traits of an effective leader in events. Event manager is able to refer to this study as a guideline to be a more effective leader from the data collected. Through this research, leader will understand more about the traits of effective leadership. Then only their crews will be less stressful and passionate to be a part of the team management in an event.

### 1.7.3 Community

This study also contributed to the event clubs, event organizations and non-profit organizations in conducting an outstanding event. This study will create awareness and

important of leadership towards an event. To conduct a successful event will not rely on the systematic management only but leader also plays an important role to a successful event. Management controls people by pushing them in the right direction. Leadership motivates his subordinates by the way of satisfying basic human needs (Kotter, 1947). So, the importance of leadership will be appreciated and get attention from event management sector and community. Besides that, result of study brings some clarity about the affects of leadership toward crews' performance and successful of an event.

## **1.8 LIMITATION OF THE STUDY**

Limitation is the problem faced when doing a research. There are some limitations when doing this research which included time, event's dates and locations, references and financial resources.

### **1.8.1 Time**

There are some limitations when doing this research. First, time given to complete this research is only a year and it is extremely limited. Lack of time may bring about insufficient resources and data. Besides that, the time in conducting data collection process with participants is hard to arrange. This is due to the participants has their own matter to do even thought in weekends.

### **1.8.2 References**

Reference of Asian country is limited especially Malaysia. Most of reference includes books, articles and journals are published from western country. Although some of the

reference have been written leadership in Asian context but also limited. For instance, there are only half page is touch on leadership style across culture from the whole 732 pages on Contemporary Management by Jones and George, 2003.

#### 1.8.3 Financial Resources

Financial resource is also one of the difficulties in doing this research. Quite large amount of money was spent to conduct this research. Such as transportation fee to the community events to collect data, questionnaires printing cost and expanses of telephone bill to contact the participants involved. In the other hand, small present is prepared to participants as appreciation gift for their collaboration given.

#### 1.8.4 Respondents

In the process of collecting data regard my research, I am facing several problems. When I am request to respondent, somebody is impolite to decline my request. Some of them ignore me then pass by and even murmur to me. Other than that, some of the participants didn't pick up the phone while I am calling for setting an appointment.

### **1.9 CHAPTER SUMMARY**

In this chapter, the basis of research background has been shown. There are few definition of research's keywords are identified. Definition of leadership in this research is about how a person having the most power in making decision and leading the team toward the agreed team goal together while management is defined as a series of process to conduct a systematic and fluent event. Besides, the definition of community in this research is defined as

a group of people live together and have common characteristic in the perspective of event management and community event is an event prepared for a particular group of people in a community. Other than that, this research is focuses on the community events held by PERSENI and Rotaract Club in UNIMAS, Malaysia. There are two research problems in this research have been identified which is 'effective leadership was found to be associated with improved organizational performance' (Jonathan et al., 1984, p. 765) and 'leader behaviors that promote power sharing and raise the intrinsic motivation of subordinates are also likely to raise their efficacy' (Conger & Kanungo, 1988; Thomas & Velthouse, 1990 as cited in Abhishek et al., 2006, p.1242). Furthermore, research objectives included to identify the traits of an effective leadership on an event manager and to study the importance of leadership that encourages power sharing of crews. This research may bring some significance to some aspect for example researcher, event manager and community. Furthermore, there are also some limitations when doing this research which included time, references, financial resources and respondents.



## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 INTRODUCTION**

According to Creswell (2014), literature review means to share the previous researches' result and studies that are closely related to the research context. Besides, there are many data sources when proceed literature but academic books and journal are the main helpful sources (Sekaran and Bougie, 2013). Other data sources include articles, newspapers, theses, reports and internet. In this research, most of the reference sources are journals and text books. All of the sources used are up-to-date and closely related to event management context of study. This chapter consists of three key contents which are leadership, management and community event. Besides, several sub topics were created inside the key content. Sub-sub topics are aimed to assist the key content elaborated in details.

#### **2.2 LEADERSHIP**

According to Hitt, Black, Porter and Hanson (2007), leadership is defined as a procedure of influence on others at anyplace and anytime. Besides, 'leadership is the behavior of an individual...directing the activities of a group toward a shared goal' (Hemphill and Coons as cited in Yukl, 2002, p. 3). Goldblatt (2002) showed that managing an event regardless a mega or small event, it has a huge relation with leadership process. It shows that leadership and management is relevant to each other. Besides that, leadership is more on

motivation rather than control (O'Toole, 2011). Crews under leadership's leader are more motivated if compared with those under leaders who use authority to control them. Besides, Nahavandi (1997) also agreed that a good leader is not willing to control the groups. According to Conway (2009), crews are essential to run an event. They are a part of stakeholders in an event. Thus, capability and skill of crews must be recognized before event begins to avoid any defects in events and ensure events' smooth going. Tasks that have been allocated to crews must suite the crews in order to avoid the formation of stress. Stress will bring about negative effects on their health such as headaches, back pain, constipation and others (Hellriegel and Slocum, 2009). Besides, service and performance presented by crews and volunteers are part of the evaluation element in event performance. Hence, staffing must be regarded as an important part in event management.

Leadership will contribute some visible effects to an organization's performance (Pfeffer as cited in Jonathan et al., 1984). This remark demonstrates the agreeable of leadership will give impact to an organization's performance. According to Howell and Costley (2006) ineffective leadership is one of the factors that decreases the subordinates' satisfactions on their work and also decrease their commitment to the company. They also said that nearly hundreds of researches showed that leadership is a factor which will affect subordinates' satisfaction and performance.

#### 2.2.1 Leader

According to Hornby (2007), leadership is generate from the original word, leader. Leader is an individual who has the most influence in that particular group (Greenberg, 2011).

If there is no leader in a team, team's goal is hardly achieved as it is caused by the inconsistent of decision making. So, event managers as a leader in event management team will influence his/ her crews to complete the tasks given. When all the crews complete the tasks given then event may proceed smoothly and big possible to achieve event's objective. Event manager has the most power and authority in decision making and problem solving in event because he/ she is stand at the higher position in organization structure. In addition, event manager is also given responsibilities for 'brand building, marketing and communication strategy' which are not merely on event implementation (Mehndiratta as cited in Qistina, 2014). Besides that, Jones and George (2003) also stated that leader will influence all team members to work hard and increase the chance to achieve the team's goal. A quality leader will give motivation no matter in any form such as money, spiritual support or welfare to encourage the crews to contribute to an event. So, event manager plays an extremely important role to lead every event crew towards achieving the event's goal created earlier. In addition, leader is a person who is at the top of hierarchy all the time no matter in the form of flat, dynamic or top-down organizational structure (Nahavandi, 1997). The higher the ranking in hierarchy or organizational structure relatively the more time and effort is needed to that particular position.

On the other hand, a good and effective leader will always think of others' welfare first (Hitt et al., 2007). Qistina (2014) stated that event manager carries out the event based on the planned aim besides the event stakeholder's welfare and contentment. According to Hornby (2007), effective means creating an outstanding and remarkable result that has been planned. Furthermore, Kreitner and Kincki (2008) stated that an effective manager should aspire for power as in top management position. If a manager is more likely to be affiliate, then he/ she

is more suitable in a lower-level position in a team and to follow the instructions fully allocated by superior. According to Hitt et al. (2007), effective leadership is the impact and it helps contribute to the success of event by attaining the objective planned. Lamberti et al. as cited in Qistina (2014) stated that performance or result of the event and event's goal is the element to evaluate whether the event is doing well or a failure. While Yukl (2002) stated that leader's effectiveness is evaluated based on the quality of leader involvement toward the organization. Furthermore, outcome and result of the association is a general indicator to measure the leadership effectiveness (Howell and Costley, 2006).

#### 2.2.2 Leadership Trait

Yukl (2002) defined trait as the characteristics of a person. According to Nahavandi (1997), leadership trait is the foremost component used to understand leadership as early in 1930. In 1930 and 1940, numerous studies and researches have been carried out but not even one trait can confirm the effectiveness of leadership (Yukl, 2002). There must be a lot of leadership trait definitions created by scholars. Howell and Costley (2006) said that leadership trait is unchangeable, everlasting and fix used in any circumstances. They defined trait on a leader will not transform regardless facing any situation and at any time. Hitt et al (2007) stated that trait is the permanent and fixed characteristics of a person.

Besides, dozens of research papers about leadership have been done by researchers and scholars yet the results are extremely differ from each other. Goldblatt (2002) defined six characteristics of an event leader which consist of integrity, confidence and persistence, collaboration, problem solving, communication skill and vision. Kirkpatrick and Locke's

study (as cited in Hitt et al., 2007, p. 360) resulted that 'the effective leaders' traits are drive, motivation to lead, self-confidence, emotional maturity and honesty/ integrity.' Besides, Schafer (2010) have resulted top five leader's characteristic which consist of honesty and integrity, caring for needs of employees, strong communication skill, strong work ethic and approachable and willing to listen. Via these three examples of previous researches, they showed a big distinction among the results of leadership traits. Therefore, key traits and personal characteristics of an effective event manager must be identified and researched deeply for an essential requirement to an outstanding event.

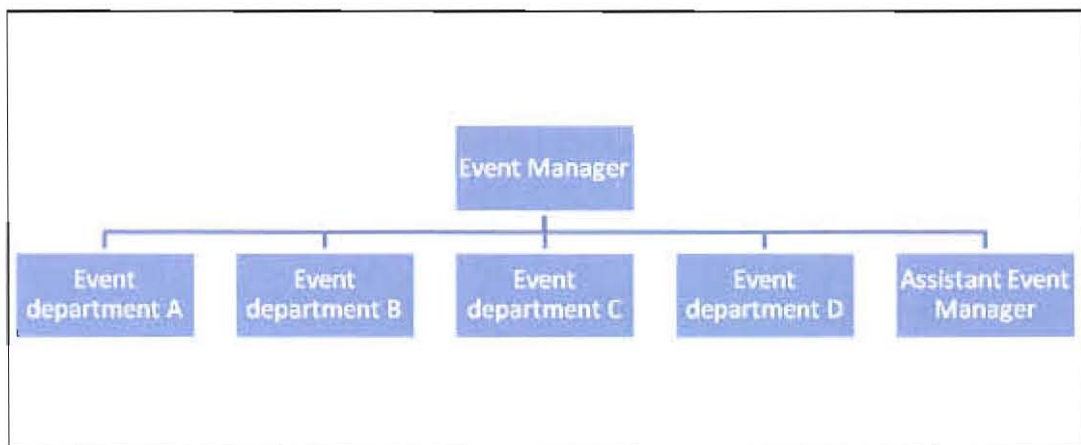
### 2.2.3 Leadership Power

Howell and Costley (2006) stated that power is one person's capability to order someone to complete something. Besides, Yukl (2002) defined power as the ability to affect others. The amount of power often depends on the height of position in a team. Organizational structure is an essential element for every event regardless what type of event it is (O'Toole, 2011). Organizational chart will show clearly the higher the position, the much more power and responsibility is given. Furthermore, organizational chart in Figure 2.1 below illustrates the level of position and who has the most power. Obviously, event manager is at the top of the organizational structure.

Event manager is the person who is in charge of a very significant part in an event such as creating a plan for preparation work, managing, leading and assessment to a particular event (Goldblatt, 2002). To organize an event, numerous preparation work and challenges need to be settled. Hence, event manager plays a crucial role to lead the crews to complete all the tasks



given on time. Project manager has her/his power to lead the event from the beginning until the end of an event (Hartley, 2009). Gordon, 1995 as cited in Honold (1997) stated that empowerment means cooperation of all level in the association and subordinates are giving the right to voice out. According to Richard and Palmer (2010), event manager has to make sure the crews in any department and level must be given a voice. This act might assist the crews to solve the problems they face and accomplish the task earlier. Crews will feel more concerned and motivated through the leader's guidance. Besides, every stakeholder group regarding an event is also needed to be concerned for instance, the public authorities, donors, local people, media and crews (Richard and Palmer, 2010).



**Figure 2.1**  
**Example of Organizational Structure in Event.**

There are two general types of power which are position power and personal power. Position power means power is given based on the rank in the organizational structure while personal power is according to the characteristic of a person (Hitt et al., 2007). According to Kreitner and Kinicki (2008), nowadays empowerment/ power sharing trend is carried out which means diverse power is distributed to other staff according to their position in the place of work. This trend also means the power of decision-making is not wholly on a leader thus supremacy can be avert. Power sharing in lower-level staff is beneficial to the head of protocol department, decoration department, financial department and others. Some problems or issues in department can be solved by respective head of department. Hence, event manager may not be too burden in settling small matters. Sometimes, leader of department will also need to make decision even though they have lesser authority if compared with event manager. Besides that, empowering in crews is important because they are the people who create value to event (Saget, 2006).

Other than that, Tan (2006) stated that a quality leader must be extremely talented and wise to read people behavior and personality. It means event manager need to make sure that particular head of department is capable and responsible to task given and decision making. If the department manager is irresponsible, then he may cause to event flaw. This shows clearly how important event manager is in guiding the whole team members to achieve the goal and objective of the event. Pastor (1996) stated that power/ authority cannot give to someone suddenly without any preparation as well as training. This will cause to incorrect decision making and troublesome incident occurrence.

## **2.3 SUMMARY**

In summary, leadership means the process of affect others people in a team with the same goal (Hitt et al, 2007). Besides, Pfeffer as cited in Jonathan et al (1984) stated that leadership is a person that might brings some influences towards the organization's performance. In order to be an effective leader, the ability of a leader to influence other team member to achieve team's goal is essential (Yukl, 2002). Howell and Costley (2006) stated that leadership trait is the fixed characteristics on an leader and the same used in regardless in any circumstance and any time. Many studies and researches on leadership traits is conducted but most of the results are distinct from each other. According to Kreitner and Kinicki (2008), nowadays the practicing of empowerment in institute or organization is increasing globally.

## **2.4 MANAGEMENT**

According to Hitt et al. (2007), management means a procedure of combining and applying the resources aimed to attain the goal have been set. Generally, manager always has short time duration and always moves rapidly in dealing with the work because his workload is huge. Manager could hardly forget his work even he is at home or on a vacation. Besides, Richards and Palmer (2010) stated that management needs a particular ability and a wide range of intelligence. Event manager is not merely responsible in making anticipation and conducting planned activity, he/she is also required to coordinate all the resources (Richards and Palmer, 2010). Besides, manager is also accountable to manage human and resources in an organization (Hitt et al., 2007). Hartley (2009) stated that all managers role is to 'planning, organizing, leading and controlling.'



#### 2.4.1 Differences between Leadership and Management

Until now, there is still no one scholar or researcher declaring leadership and management the same (Yukl, 2002). In fact, leadership is totally different from management. The appreciation of the difference among leadership and management is crucial to be really clear about what leadership is. According to Ricketts and Ricketts (2011), leadership is the ability of a person to influence other people towards reaching their goal. While Silvers as cited in Richards and Palmer (2010) stated that, event management is a process to conduct an event. Leadership is emerged on leader while management is seen on a manager. In addition, a good management is an important element to an event regardless small event or big event since management will reduce the risk of unexpected situation in event for example the problems of human resources. From above, it shows clearly that leadership and management are not similar. Differentiation between leadership and management can be look through their definitions:

Management as an authority relationship that exists between a manager and subordinates to produce and sell goods and services while leadership as a multidirectional influence relationship between a leader and followers with the mutual purpose of accomplishing real change. (Rost as cited in Yukl, 2002, p. 6)

Even though leadership and management have different meanings but they are closely related because their aim are the same which is to achieve the goal (Howell and Costly, 2006). In addition, in order to be an effective manager, manager must implement both management and leadership at the same time (Lewis, 2008). Hence, to carry out a successful and smooth event, leadership and management are indispensable. Not everyone will be good in both leadership and management. Some people may be strong in leadership but poor in management while some people are strong in management but poor in leadership. So, it is a

challenge for event manager to balance them. If there is someone good in both leadership and management, then the event must be a success and smooth going. Furthermore, Hartley (2009) briefly differentiate leader and manager through the table below:

<b>Manager</b>	<b>Leader</b>
Administrate, regulate	Innovate and create ideas
Maintain, reinforce	Develop, encourage
Control, contain	Trust, experimental
Systems, process	People, capability
Bottom line, figures	Horizon, results
Status quo, procedure	Challenges, improvements
Short-term, immediate	Long-term, future
Formal authority, 'I'	Interpersonal skills, 'we'
Things right, every time	The right thing, learning
Solve problems, take charge	Involve, autonomy
Adhere to direction	Support and guide
'us and them' mentality	'us' together
Coercive power	Cooperation
Superior, legitimate status	Mentor, coach
Directive, forcing	Lead, sharing

**Table 2.1**

**Differentiation of Leader and Manager (Hartley, 2009)**

#### 2.4.2 Event Management

Event management nowadays is a speed growing and blooming industry. Besides that, the gradually increasing of the event quantity is an obvious phenomenon. Wagen as cited in Qistina (2014) identified event management today is affirm as a professional production in the industry. Goldblatt (2002) stated that he is assured that event management profession must be growing and becoming an important career in the future. Besides that, he also pointed out gathering and support of public play an important element to this profession and this profession mainly aim to add knowledge, get people together, create awareness and entertain the public. Besides, Getz as cited in Qistina (2014) also had the same opinion, she stated that event management nowadays is undergoing speed growth and contributing to nation economic. To hold a successful event, the expertise event management is the main element (Richards and Palmer, 2010). Silvers as cited in Richards and Palmer (2010) concluded that:

Event management is the process by which an event is planned, prepared and produced. As with any other form of management, it encompasses the assessment, definition, acquisition, allocation, direction, control, and analysis of time, finances, personnel, products, service and other resources to achieve objectives. (Silvers as cited in Richards and Palmer, 2010, p. 172)

According to O'Toole (2011), event management is differ from the general administration management because event is often conducted in a short period of time and there is a quickly transformation of term resources. He added the environment is full of complication; a good management system is needed to assist the systematic and fluent management in event. According to Qistina (2014), the establishment of research and development (R&D) create and grow the event management in Malaysia. She added most of the R&D is carried out by local universities no matter governmental universities or private universities. Besides, managerial structure is essential and necessary to control the huge

amount of crews and volunteers in events (Yukl, 2002). She added, if event's volunteer is in a large amount, then planning and management should start early to avoid the increment of complexity. Other than that, Marcketti, Arendt and Shelley II (2011) stated that festival and event such as conference, theme party, ceremony and so on is considered as part of event management.

## **2.5 SUMMARY**

Leadership and management is obviously differ according to the definitions have been stated as above. According to Ricketts and Ricketts (2011), leadership means a person's capability to influence other people towards reaching their team goal has been targeted together. Whereas Silvers as cited in Richards and Palmer (2010) stated that, event management is an important process that needed to manage an event successfully. The statements by the researchers above show the distinctive among leadership and management. In addition, the main factor that establishes the advancement of event management in Malaysia is research and development (Qistina, 2014). Event management is dissimilar from other's general administration because event management it is transformed frequently due to the short period of event duration (O'Toole, 2011).

## **2.6 COMMUNITY EVENT**

'The term 'special events' describes specific rituals, presentations, performances or cerebrations that are consciously planned and created to mark special occasions or to achieve particular social, cultural or corporate goals and objectives' (Allen, O'Toole and McDonnell as cited in Richards and Palmer, 2010, p. 30). Community event is a type of event which is

conducted by a local community organization. Community organization is considered as part of non-profit organization. The community event venue is an event which is conducted at the local place with the participants of local residents (O'Toole, 2011). As discussed by Drucker (1992), whatever things or events conducted by non-profit organization always deliver moral value and to attain an aim planned. Moreover, O'Toole (2011) stated that the purpose of community event is not aiming for profit but it expresses the actual culture of that particular society. The most important reason of community event conducted is to encourage the local resident participation and entertainment. Obviously, fully support of local residents is crucial to event conducting. Generally, event creates positive impact to community such as positive value, social cohesion and so on. 'Community event also help to expose people to new ideas and experiences, encourage tolerance participation in sports and arts activities, and encourage tolerance and diversity' (Allen et al., 2005, p. 14). It is obviously shows that community event is conducted to aim for amusing and entertaining that particular community. Therefore, community event play an important role for community.

Allen et al., 2008; Getz, 2005; Small, Edward and Sheridan, 2005 as cited in Qistina (2014) also agreed that community event is generated from the local society to have fun together. Hence, the performance of the event must fulfill the goal planned before and satisfy all the audience who attended the event (Matthews, 2008). Allen (2000) stated that goal is essential because it determines the way we run our event and may affect event performance. If we held an event aimed to attract local participants, the crews or volunteers must also from that particular local area (Saget, 2006). So, local crews or volunteers are seen as key staff required conducting a community event.

According to Richards and Palmer (2010), participation of the people involved in experiencing the event is called audience. O'Toole (2011) stated that stakeholder is a person or organization that has significance in an event which means participant is also as a portion of event stakeholders. Besides that, event may bring about the probability of high people interaction as they shared the same experience, then 'communitas' can be built easily (Richards and Palmer, 2010). Hence, event is such an important factor that brings cohesion among the community. On the other hand, O'Toole (2011) stated that event is important to propel social and economic in term of city or nation.

## **2.7 SUMMARY**

O'Toole (2011) stated that the main purpose of conducting community event is not aiming for profit. According to Drucker (1992), the aim of conducting community events by non-profit organization is to deliver moral value and to attain an aim planned. Besides that, 'communitas' can be built easily through community event because the gathering of people then have the same experience during the event is conducting (Richards and Palmer, 2010). Therefore, community event is required to fulfill the aim that planned before besides satisfy the audiences (Matthews, 2008).

## **2.8 CHAPTER SUMMARY**

Pfeffer as cited in Jonathan et al. (1984) stated confidently leadership is sure will bringing some influence toward the organizational no matter it is directly or indirectly. Howell and Costley (2006) points that leadership trait is a person's permanently characteristic. From the statement above evidently shows that, leadership and management are totally different from each other. Besides, event management is also special and different from the other form of management due to the event duration is short and transform frequently (O'Toole, 2011). Besides conducting the event successfully, the event will also require to meet the satisfaction of the audiences (Matthews, 2008).



## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

#### **3.1 INTRODUCTION**

Chapter three will discuss the research methodology used in this research. According to Ahmad, Usop, Ismail, Bujang and Mansor (2014), methodology is doing a research by technique and tools. Besides, 'methodology (theoretical perspective) is an account of social reality or some component of it that extends further than what has been empirically investigated' (Hesse-Biber and Leavy, 2011, p. 5). This chapter contains research design, qualitative methodology, population, sampling, instrument, data analysis technique, research location and time, sources of data, validity and reliability, ethical consideration and also the chapter summary.

#### **3.2 RESEARCH DESIGN**

'A research design is a blueprint for the collection, measurement, and analysis of data, based on the research questions of study' (Sekaran and Bougie, 2013, p. 94). It is essential to choose an appropriate research design because it will affect the quality of a research. Research design that has been used in this research is non-experimental. According to Ahmad, Usop, Ismail, Bujang and Mansor (2014), non-experimental research means research that is conducted in the natural situation and the variables cannot be manipulated. They added the example of categories under non-experimental are survey and case study.



In addition, research strategy used in this research is survey. ‘A survey is a system for collecting information from or about people to describe, compare, or explain their knowledge, attitudes, and behavior’ (Fink as cited in Sekaran and Bougie, 2013, p. 102). Survey strategy can be used in whether qualitative or quantitative. Fixed-alternative questions for quantitative approach while open-ended questions belong to qualitative approach. This research is qualitative and using open-ended questions to collect data. Participants may need to written their answer in form of essay or short answer. The reason researcher used open-ended questions is to avoid answer limitation on participants. All the information has been collected by the sample will be concludes to attain the research objectives (Ahmad et al., 2014).

According to Sekaran and Bougie (2013), there are three types of purpose of study which include exploratory study, descriptive study and causal study. Table 3.1 below shows the differences between the types of research purpose.

<b>Exploratory</b>	<b>Descriptive</b>	<b>Explanatory</b>
Seeks to investigate an underresearched aspect of social life	Seeks to richly describe an aspect of social life	Seeks to explain an aspect of social life

**Table 3.1**

**Differences Between the Type of Research Purpose (Hesse- Biber and Leavy, 2011)**

In this research, descriptive study is used. Descriptive study is used to study the problem or issue that has already appeared (Ahmad et al., 2014). On the other hand, Sekaran and Bougie (2013) stated that descriptive study is used for the research that is finding the traits of an individual, event and some circumstances.

3.3 QUALITATIVE METHODOLOGY

In this research, qualitative is used. Ahmad et al. (2014) show that qualitative research is more on describe something. ‘Qualitative research is a means for exploring and understanding the meaning individuals or groups ascribe to a social or human problem’ (Creswell, 2009, p. 4). Qualitative method is used in this research because the study could be studied more holistically and in-depth. Table 3.2 below shows the strengths and weaknesses of qualitative approach.

Strengths	Weaknesses
Identifying /clarifying specific responses	Slower
Greater accuracy	More expansive
Provide facts	More complicated
Results more detailed	Low response rates
Deep understanding	Intuitive
Greater scope for prediction	Unmanageable
Margin of error can be calculated	Close questions tend to force answers into limited categories

Table 3.2

Strengths and Weaknesses of Qualitative Methodology (Ahmad, Usop, Is mail, Bujang and Mansor, 2014)

Although there have several weaknesses besides strengths but the researcher decided to use qualitative method to collect data. Generally numbers, statistical and calculations will not generated by using qualitative (Bordens and Abbott, 2011).

### 3.4 POPULATION

According to Mills (2005), a manager plays a leadership and managerial role. Hence, the researcher decides to target on managers/people in executive level of the community events no matter they are holding any position or in any department of the events. But first, the participants must engage in management and leadership. Besides, community events that have been targeted are “Save Water Project” and “Pre-Wedding Course” organized by community organizations recently in UNIMAS such as Rotaract Club UNIMAS and Persatuan Seni Gunaan dan Kreatif (PERSENI). Each of these organizations is registered and is actively conducting community events in UNIMAS frequently. These non-profit organizations are not aiming for profit. Table 3.3 below shows the population of this study. The researcher aims on two community events and each event is conducted by different organizations.

Name of community event	Club (organizer)	Total amount of event crews	Executive level/managers in event	Amount of samples
Save Water Project	Rotaract Club UNIMAS	40	17	8
Pre-Wedding Course	Persatuan Seni Gunaan dan Kreatif (PERSENI)	35	14	7
Total of population:			31	

**Table 3.3**  
**Details of Population**

### 3.5 SAMPLING

Sampling technique used in this research is non-probability sampling. Non-probability sampling is also known as nonrandom sampling. There are few types of sampling categories under non-probability sampling such as convenience sampling, purposive sampling, judgmental sampling, expert sampling, quota sampling, heterogeneity sampling and snowball sampling (Ahmad et al., 2014). In this research, purposive sampling is used. Samples are selected based on the researcher's judge and the sample of this research is people in community event who are at the executive level and managers. Researcher selects the samples whose are suitable to the research in order to obtain relevant information from the samples.

'A sample is a small subgroup chosen from the larger population' (Bordens and Abbott, 2011, p. 163). The sample size of qualitative is small if compared with the sample size of quantitative. Sample size is partial amount chosen from the large amount of population as the participants in this research. 'In most qualitative studies, the goals of the research emphasize an in-depth and highly contextualized understanding of specific phenomena, and such goals are well-suited to small sample sizes' (Given, 2008, p. 798). The total of sample size of this research is 15 participants. Table 3.4 below shows the details of sample selected.

Community event	Amount of samples selected	The position of sample
Save Water Project (Rotaract Club Unimas)	8	1. Project director 2. Deputy project director 3. logistic leader 4. marketing leader 5. public relation leader 6. protocol leader 7. publication leader 8. food and beverages leader
Pre-Wedding Course (PERSENI)	7	1. Project director 2. Deputy project director 3. marketing leader 4. sponsor and public relation leader 5. Protocol leader 6. food and beverages leader 7. Logistic and technical leader
	TOTAL: 15	

**Table 3.4**  
**Details of Sample**

### 3.6 INSTRUMENT

The instrument used in this research is open-ended questions. The mode to administer the interview questions used is personally administered questionnaires/investigator-administered questionnaires. Researcher meet with the participants that have been targeted personally in the process of collecting data. Besides that, participants will ask for the guidance from researcher if there are any doubts regarding the research questions. Then, participants will understand the questions clearly and then give accurate responses. The form of questions used is open-ended. Open-ended questions are also known as written questionnaire. Open-

ended questions mean the participants can write down the answers freely in the blanks given (Sekaran and Bougie, 2013). Researcher chose open-ended questions to avoid limitation of answers. Other than that, the length of the questions created is short and easy to understand to avoid the participants feeling annoyed. In addition, time required to answer open-ended questions will be greater if compared with close-ended question (Given, 2008).

### **3.7 DATA ANALYSIS TECHNIQUE**

There are three methods of analyzing qualitative data which are content analysis, analytic induction and thematic analysis. In this research, the method used to analyze the data is content analysis because it is always used to analyze text material. According to Given (2008), researcher who used open-ended questions frequently uses content analysis to analyze data. In addition, Ahmad et al. (2014) also stated that content analysis is the best suit format to open-ended questions. 'Content analysis is an observational research method that is used to systematically evaluate the symbolic contents of all forms of recorded communication' (Kolbe and Burnett as cited in Sekaran and Bougie, 2013, p. 352).

### **3.8 RESEARCH LOCATION AND TIME**

The location of the data collection is at UNIMAS, Sarawak. The organizations that have been chosen are the clubs conducting community events frequently and are registered in UNIMAS. The specific location that has been decided to collect data is at Centre for Academic Information and Service (CAIS), UNIMAS. The meeting room is the most suitable place for data collection process because the environment is more quiet and comfortable. Besides that, it could avoid unnecessary disturbances.

According to Sekaran and Bougie (2013), there are two types of time horizon in conducting a research which are cross-sectional study and longitudinal study. This research is carried out by using cross-sectional study. Cross sectional study is also called as one-shot interchangeable and defined as the period of time to collect data is only once regardless in weeks or months (Sekaran and Bougie, 2013). The time which has been determined to conduct the questionnaire is at night. It is to suit the time of the participants because all of the participants are undergraduate students and they have to attend classes during the daytime. So, they will only be free at night time.

### **3.9 SOURCES OF DATA**

According to Hornby (2007), data is the material or information collected which is an important element to produce an outcome. There are two sources (primary and secondary) to attain data in conducting a research. In this research, primary sources and secondary sources of data have been employed.

#### **3.9.1 Primary Sources of Data**

Primary data means the information gathered by researcher personally (Sekaran and Bougie, 2013). Primary sources of data include interview and questionnaire by researcher himself without using the existing information provided by others. In this research, primary sources have been used is questionnaire. Researcher will let participants fill the open-ended questions to obtain the information and data needed. Through conducting questionnaire face-to-face, researcher obtains more beneficial information.



### 3.9.2 Secondary Sources of Data

According to Sekaran and Bougie (2013), secondary data means the information have been collected by the others and the researcher just use it as a reference. Secondary sources of data include thesis, report, internet document, dictionary, article, newspaper, encyclopedia and so on. Secondary resources of data that have been used in this research are journals, articles, books, printed dictionary and thesis. These data are extremely essential to researcher in understanding the information generated by the previous scholars and researchers. In addition, they also help researcher understand the information and knowledge related to this research topic deeply.

### **3.10 VALIDITY AND RELIABILITY**

Validity and reliability is not the same but they are correlated. 'Qualitative validity means that the researcher checks for the accuracy of the findings by employing certain procedures, while qualitative reliability indicates that the researcher's approach is consistent across different researchers and different projects' (Gibbs as cited in Creswell, 2009, p. 190). For the validity of research, researcher always makes sure and reconfirms the transcription is accurate whereas researcher shows the research progress to supervisor and obtains opinions and guidance to make sure the reliability of the study.

### **3.11 ETHICAL CONSIDERATION**

Informed consent letter is a letter listed all the information about the research and participant has to sign the letter in order to participate in the research (Hesse-Biber and Leavy, 2011). Some informed consent letter might be more detailed and contain the information such as the time duration, questions, purpose of the study, procedure and so on. Besides, a specific and simple language used in consent form will make the participant to read and understand easily. Mitchell and Jolley (2010) stated that the participant's privacy for example participant's voice, name and picture will not be disclosed unless with the approval of the participant. According to Borden and Abbott (2011), there are a set of ethical principles by American Psychological Association (APA) and must be followed by all the researchers.

### **3.12 CHAPTER SUMMARY**

As a conclusion, this chapter has discussed qualitative method used in this research. The research design discussed the descriptive study and survey research. In this research, qualitative method is used due to the method of qualitative may let the research studied more in-depth. According to Mills (2005), the responsibility of a manager consists of leadership and managerial. Therefore, managers/people in executive level of the community events are targeted regardless they are in any department of the events as long as he is manager. The total of population is 31 peoples. Non-probability and purposive is the sampling technique used for conducting this data collection. In addition, the total sample size of this research is 15 people. Instrument employed in this research are open-ended questions and data analysis technique employed is content analysis. Other than that, the research location is at UNIMAS and the

time horizon used is cross-sectional study. In this research, primary and secondary sources of data have been used. Primary sources of data that have been used in this research are questionnaire. However, secondary resources of data that have been used in this research are journals, articles, books, printed dictionary and thesis. For the validity of research, researcher always makes sure and reconfirms the transcription is accurate whereas researcher shows the research progress to supervisor and obtains opinions and guidance to make sure the reliability of the study. Ethical principles must be considered in conducting a research.

## **CHAPTER 4**

### **DATA ANALYSIS**

#### **4.1 INTRODUCTION**

In this chapter, the result of data analysis is presented. Data analysis in qualitative research is more on description and explanation rather than numeration (Babbie, 2008). This chapter presents the data collected from events' leaders which include the leaders of Safe Water Project held by Rotaract Club and also the leaders of Pre-Wedding Course conducted by Persatuan Seni Gunaan dan Kreatif (PERSENI). Researcher purposely selected the participants because they are the persons who often engage in the community events and have the characteristic of leadership. On average, each participant utilized eight minutes to fifteen minutes to answer the open-ended questions and the researcher accompanied the participants to guide them. Data were collected to meet the objectives of this research which are stated in chapter one. The open-ended questionnaires are attached as Appendix A and transcription is attached as Appendix B at the back of the report.

#### **4.2 DATA ANALYSIS**

##### **4.2.1 Demographic Background**

There were a total of 15 participants participating in data collection process of this research. Among them, eight participants were from Save Water Project and the other seven participants were from Pre-Wedding Course. All of the participants were chosen because they

are the persons who hold a position or are department leaders in the events which suit to be the samples of this research.

Community Event	Male	Female	Total
Save Water Project	4	4	8
Pre-Wedding Course	3	4	7
<b>TOTAL</b>	<b>7</b>	<b>8</b>	<b>15</b>

**Table 4.1**

**Open-ended Question Received for Each Event**

Table 4.1 above shows the number of the participants based on event. The population of female participants is eight people, represents 53% while male participants is seven people, represents 47% of the total sample. From here we can see that the female participants are higher than male. Besides that, the samples from Save Water Project are eight participants while participants from Pre-Wedding Course are seven people. There are altogether three races involved in this research which consists of Malay, Chinese and Indigenous people. 40% or six people from them are Malay which stand at the highest proportion. There are five Chinese or 33% from the overall participants while four indigenous people (27%) participated in this research consist of three Iban and one Murut.

Generally, all of the participants are students and their age range is from 22 to 24 years old. 13% of them are 22 years old, 60% of them are 23 years old and 27% of them are 24 years old. Obviously 23 years old participants hold the most number of people which is 9 people in this data collection process follow on by 4 people from participant of 24 years old. And the lowest participants are from 22 years old which only 2 people are participated in this data collection process.

#### 4.2.2 Effective Leader Traits

Number of trait	Number of participant (people)	Percentage (%)
1	0	0
2	8	53
3	3	20
4	4	27
<b>TOTAL</b>	<b>15</b>	<b>100</b>

**Table 4.2**

#### **Number of Traits Recorded**

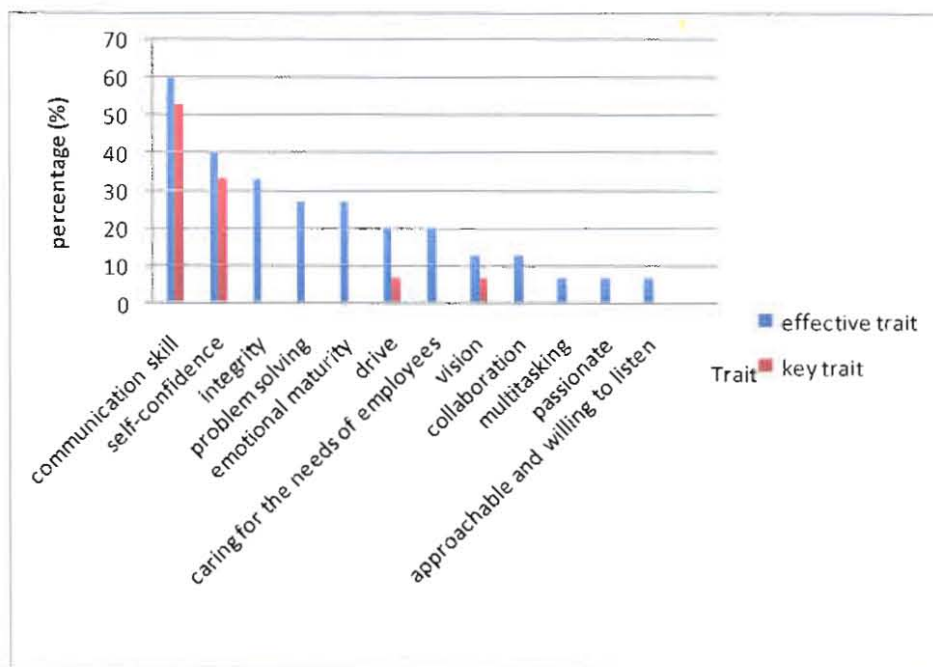
There is no person answering only one trait that is required by an effective leader while there are 53% from the total of participants answering two traits and occupying the highest frequency. Besides, 20% of participants answer three traits and 27% from them stated four traits of an effective leader. Table 4.2 above demonstrates the number of traits stated by participants that they think an effective leader should have.

No.	Trait of an effective leader	Participant	Effective trait (people)	Key trait (people)
1	Communication skill	2,3,4,8,9,10,11,13,15	9	8
2	Self-confidence	1,6,7,8,9,14	6	5
3	Integrity	2,11,12,13,14	5	—
4	Problem solving	1,6,7,12	4	—
5	Emotional maturity	1,6,11,12	4	—
6	Drive	5,7,12	3	1
7	Caring for needs of employees	1,5,11	3	—
8	Vision	5,8	2	1
9	collaboration	4,15	2	—
10	multitasking	10	1	—
11	Passionate	8	1	—
12	Approachable and willing to listen	3	1	—

**Table 4.3**

#### **The Frequency of Leader's Traits and Key Traits on an Effective Leader**





**Figure 4.1: The Percentage of Leader's Traits and Key Traits on an Effective Leader**

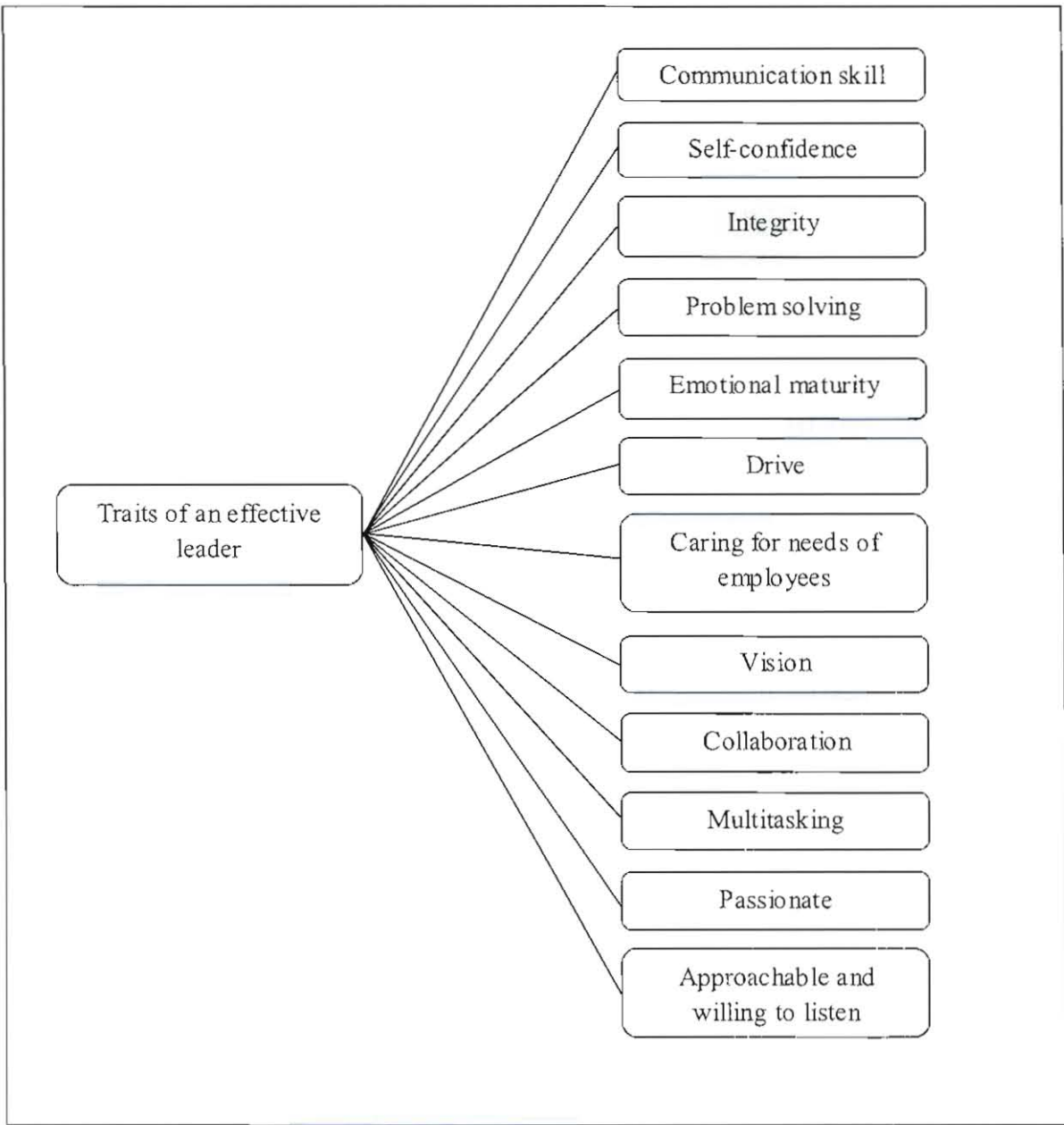
There are a total of 12 traits written in which participants consider an effective leader should have. 15 participants were assigned into number for example P1 represents participant 1, P2 represents participant 2, P3 represents participant 3 and so on. From the table 4.3 and figure 4.1 shown above, we can see clearly that among the traits, the highest frequency of effective leader's trait goes to communication skill which stands for 60%. Most of the participants are aware of communication skill is one of the traits that is required for an effective event leader. At the same time, 53% of participants stated that key trait needed of an effective event manager is communication skill. Obviously, the finding shows that communication skill is the main trait on an effective event leader.

The second highest trait is self-confident which was stated by 6 participants (40%) while integrity stands on the third highest at 33%. Besides, there were five participants

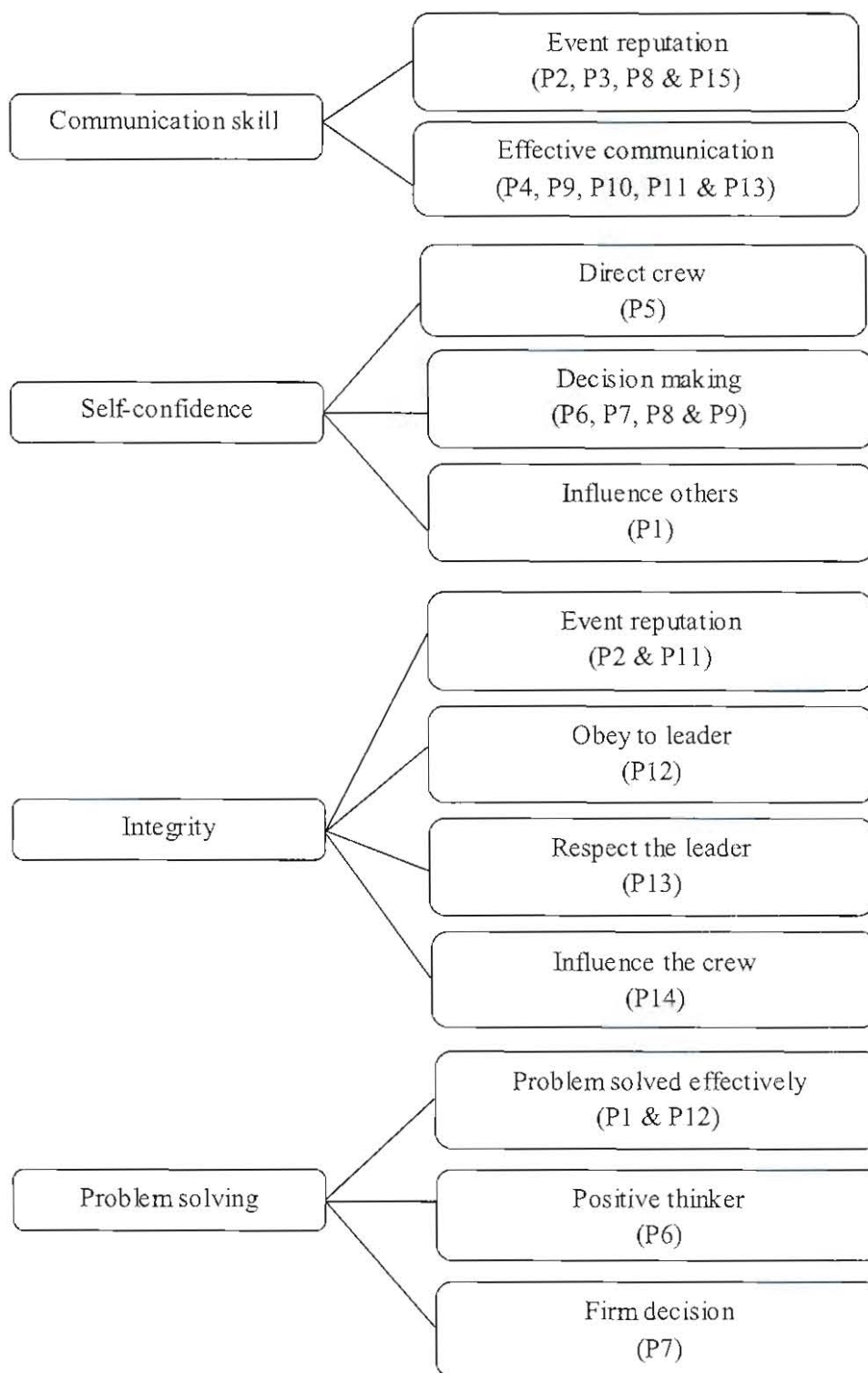


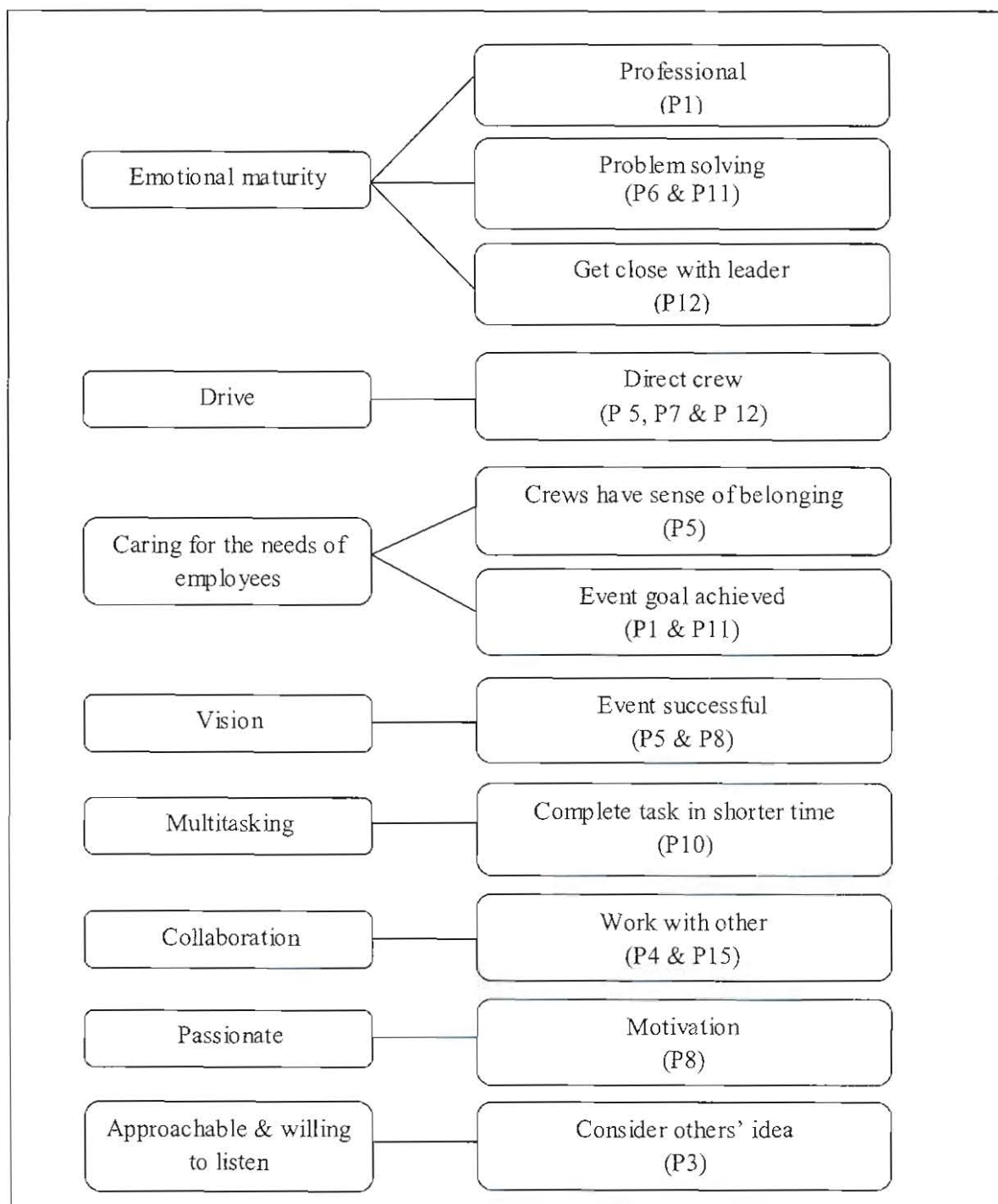
considering self-confidence as the key trait for an effective event manager. However, the traits ranked at the lowest were multitasking, passionate and approachable and willing to listen as which they were only stated once or 7% from the total participants. The traits stated in a normal frequency were problem solving, emotional maturity, drive, caring for needs of employees, vision and collaboration as shown clearly in the table 4.4 above.

Other than that, the fifth column of table 4.3 above shows the key trait for an effective event manager. The four key traits have been stated by participants were communication skill, self-confidence, drive and vision. Participant's numbers with shading in table 4.3 above are the participants considering the traits chosen by them as the key traits required for an effective leader. The highest frequency still goes to communication skill which stands for 53% or eight people. Self-confidence stands for the second highest proportion which is 33%. The highest and the second highest ranking for key trait and effective leader trait are communication skill and self-confidence. However, vision and drive were stated by one person only.



**Figure 4.2**  
**Traits of an Effective Leader**





**Figure 4.3**  
**Process of Data Categorization on Effective Leader's Traits**

Figure 4.2 above is the finding of traits on an effective leader trait while figure 4.3 is the process of categorizing the participant's reason on choosing traits into a theme. The data is categorized based on the transcription attached as Appendix B. From the total of 12 traits needed on an effective leader which have been stated by 15 participants, communication skill is still the highest rated effective trait whereby there are a total of nine participants stated it. There were a total of four participants giving the reason that communication skill is important for event's reputation while five participants stated that communication skill is crucial to conducting an effective communication process during the event. Effective communication process as the reason stands for 56% from the overall 9 participants who stated communication skill as the trait of an effective leader.

In addition, there are a total of six participants affirmed that self-confidence is required to be an effective leader. From the total of six people, one of them stated that with self-confidence leader may solve the problem effectively. However there are 67% from the total of six participants considered self-confidence is significant for leader in decision making in an event while only one participant stated that a confident leader might influence others to be confident as well. The highest frequency goes to decision making.

Besides that, from the total of 15 participants, five of them thought that integrity is a trait that is necessary for an effective leader. Participant 2 and participant 11 stated that an integrity leader will increase the event's reputation, participant 12 affirmed that crews will obey to the leader if their leader has integrity, participant 13 stated that crew will respect the leader if their leader has integrity whereas participant 14 thought that an integrity leader will influence the crews to be integrity as well. From the four reasons stated by participants, the

highest frequency is increasing the event's reputation which was affirmed by two over five participants.

Moreover, four participants written that problem solving is needed for an effective leader. Two of them stated that a leader with strong problem solving skill will solve the problem effectively or in a shorter time. Leader will think positive even facing with difficulties and able to make a firm decision by considering the ideas given by others are the two reasons stated by one participant respectively. Obviously the highest frequency reason is solving problem effectively which stands for 50%.

27% of the participants stated that an effective leader must have emotional maturity. The reason given by participant 1 is being professional all the time, participant 6 and participant 11 stated that solving problem efficiently and participant 12 stated that crew are willing to get close with the leader. Problem solving is the highest rate stated by participants (50%) or two participants from the total of four participants.

Other than that, three participants who chose drive as the effective trait having the same reason for all of them (100%) which is leader will try to encourage and motivate crew to solve the problem.

On the other hand, three participants selected caring for the needs of employees as the effective trait. One of the participants stated that a leader who always cares for the needs of employees will make crews have a sense of belonging yet there are two participants affirmed that caring for the needs of employees will achieve the event's goal successfully.



Next, participant 5 and participant 8 wrote that a vision leader will make the event successful.

Participant 4 and participant 15 stated that a leader with collaboration is essential to be able to work harmony with others.

Subsequently, participant 10 stated that multitasking may complete the task in a shorter time and participant 8 affirms that a passionate leader will have motivation to do the task.

Participant 3 wrote that an approachable and willing to listen's leader is willing to consider and adopt other's idea.

#### 4.2.3 Power Sharing

The questions of this section aim to answer the second research objective which is to study the importance of leadership that empowers the crews. There are three questions have been answered by participants. Three of the questions were asked on the importance of power sharing toward decision making, leader and event respectively. Figure 4.4 below shows the process of categorizing the participants' responses in part of power sharing. There were a total of 15 participants participating in this research. According to Creswell (2013), categories/ theme is a very general type of data analysis which use by many researcher in qualitative and is formed by combine all of the codes.

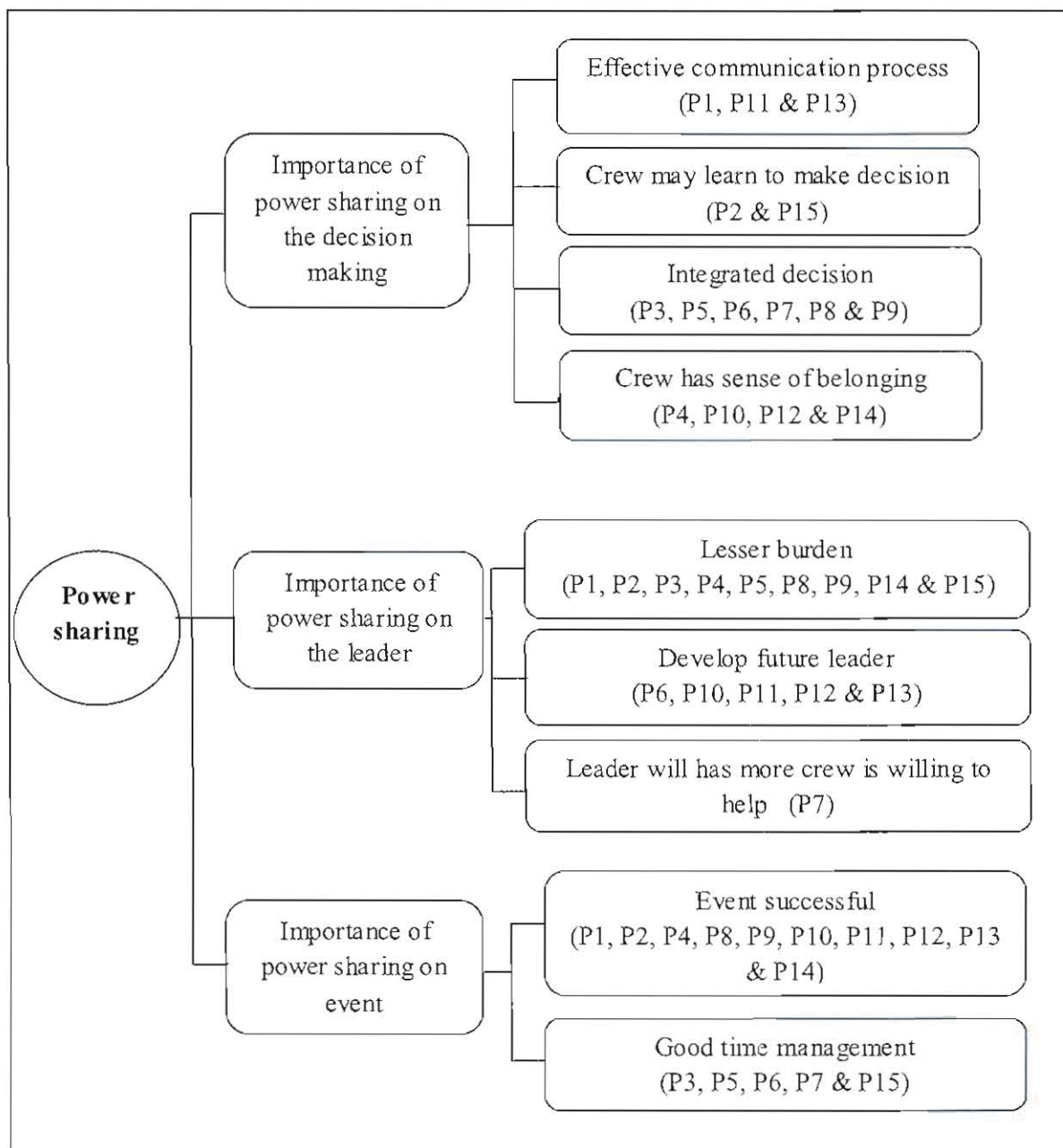
First, three participants from the total of participants affirmed that with power sharing, the process of communication will be more effective. Other than that, 13% or two participants stated that power sharing may give the opportunity to crew in learning to make decisions, six



participants (40%) stated that an integrated decision might be generated if the leader gives the crew's power in the process of making decision whereas four participants which are equivalent to 27% from the total of participants stated that crews will have a sense of belonging if proper power is given to the crews. The most importance of power sharing on decision making goes to the integrated decision with the percentage of 40% which are equivalent to six participants.

There were a total of three responses on the importance of power sharing on leader; leader will have lesser burden to settle the task, leader will use the opportunity to develop future leader and more crews are willing to help the leader. The highest frequency goes to the first reason which stands for 60% or nine participants from the overall participants. The second highest is 33% or five participants goes to the second reason develop future leader while the lowest rate stands for 7% or one participant only for the last reason.

Other than that, participants stated the event will be held successfully if the appropriate power is assigned to the crews based on their position and the event will proceed in a good time management condition without any delay or last minute work needed. Ten participants wrote the importance of power sharing toward the event is the event might be successfully conducted. This reason had the highest frequency which is 67% from the total participants.



**Figure 4.4**

**Process of Data Categorization on Power Sharing**

#### 4.3 RELATION WITH OBJECTIVE

There are two objectives in this research. The first objective of this research is to identify the traits of effective leadership of event managers. This research result shows that the traits of an effective leadership are communication skill, self-confidence, integrity, problem solving, emotional maturity, vision, drive, caring for the needs of employees, collaboration, multitasking, passionate and approachable & willing to listen. From research data, there are over half of the participants which is nine people (60%) from the total of participant stated that communication skill is crucial to an effective leadership. Schafer (2010) affirm that communication skill is one of the top five characteristic. Besides, self-confidence is at the second highest rate which has six participants (40%) aware that self-confidence is the trait on an effective leadership while integrity is the third highest ranking at 33%. Kirkpatrick and Locke's research (as cited in Hitt et al., 2007, p. 360) results that self-confidence is one of the trait essential on a leader. The other traits are at the normal frequency. The traits of an effective leader are identified as above. So, the first objective is attained successfully.

The second research objective is to study the importance of leadership that empowers the crews. There are three aspects of the important of power sharing which is toward the process of decision making, toward the leader and to the event. The result shows that the important of leadership that empower the crew toward the process of decision making are making the communication process more effective, crew will learn on making their decision, have an integrated decision and crew will have sense of belonging to the event. Furthermore, the responds collected on the important of power sharing toward the leader are leader will have lesser burden, leader can use this opportunity to develop a future leader and more crews

are willing to help the leader. Besides, the respond toward the importance of power sharing on event is the event will successfully conducted and the event will proceed with good time management. Based on the result above, all of the objectives have been attained.

#### **4.4 CHAPTER SUMMARY**

Chapter four discussed the data analysis from the data collected. 15 open-ended questionnaires have been assigned to the leaders from Safe Water Project held by Rotaract Club and also the leaders of Pre-Wedding Course conducted by Persatuan Seni Gunaan dan Kreatif (PERSENI). Thereafter, a total of 12 traits required for an effective leader have been stated by participants such as communication skill, self-confidence, integrity, problem solving, emotional maturity, drive, vision, caring for the needs of employees, collaboration, multitasking, passionate and approachable & willing to listen to answer the first research question. Communication skill stands for the highest rate and self-confidence has the second highest frequency.

Next, the importance of power sharing on decision making is effective communication process, the crews can learn to make decision, to generate an integrated decision and the crews will have a sense of belonging. However, the reason stated for the importance of power sharing on leader is that leader will have lesser burden, develop future leader and crews are willing to help the leader. Nonetheless, the explanation of participants on importance of power sharing towards event is that event can be held successfully and event can proceed with a good time management. Lastly, the entire research objective has been attained as the results answer the research questions.

## **CHAPTER 5**

### **DISCUSSION AND CONCLUSION**

#### **5.1 INTRODUCTION**

Chapter 5 is the last chapter of this research. Firstly, there will have discussion of the researcher's finding which regarding the effective leader's traits and the importance of power sharing to the aspect of decision making, leader and event. Next, researcher will write some suggestion and recommendation to the future researcher and event leader. Lastly is the chapter summary.

#### **5.2 DISCUSSION**

In discussion, researcher discusses the finding of this research. The research finding is founded based on the research questions. This research finding regarding effective leader's trait and the important of power sharing on decision making, leader and event is conducted based on the research questions and research objective stated in chapter one.

##### **5.2.1 Effective Leader Traits**

The first research question is what are the traits of effective leadership of event manager? Basically, most of the researcher emphasized the general traits on leader in general, rather than explore the leadership traits more specific. Therefore, this research is conducted to identify the leadership traits in more specific. 'Effective leadership within an organization is often viewed as the foundation for organizational performance and growth' (Vardiman,



Houghton & Jinkerson, 2006, p. 93). Thus, trait of an effective leader trait is significant to be identified. This research finding shows 12 traits is needed on an effective leadership such as communication skill, self-confidence, integrity, problem solving, emotional maturity, drive, caring for needs of employees, vision, collaboration, multitasking, passionate and approachable and willing to listen. Besides, the result also support by the previous researches.

Communication skill stands at the highest rate which is 60% from the overall participants. Participants considered communication skill as the main trait needed for an effective leadership. Pastor (1996) point out that strong communication skill is essential and basic for a powerful team. It means that not only the team leader needs this skill, other team member also required. According to Gabarro, 1987; Porter, Lorsch, & Nohria, 2004 as cited in Ballinger and Schoorman (2007), a leader with good communication skill will convey the task information effectively to team members then the task accomplish effectively. People with strong communication skill are able to communicate effectively with others and they may understand easily. The previous research of Johansson, 2001 (as cited in Sjoberg, Wallenius and Larsson, 2006) shows that the subordinate will dilemma and confuse with his role and task if there are communication problem occurred. Other than that, the study of Schafer (2010) also affirms that communication skill is including as one the top five leader's traits in his research. Besides that, people with good communication skill will dedicate to the effective problem solving as well (Grindle, 1982).

Based on the result analysis, the second highest rate effective leader trait is self-confidence. Lee-Kelley and Leong, 2003 as cited in Muller and Turner (2007) affirm that just the leader with high self-confidence and self-belief can classified as effective leader. Effective

leader must belief on his owned capability and every decision he made. Moreover, an effective leader should have confident on his capability to influence others (Yukl, 2002). Muller and Turner (2007) stated that self- confident is essential for a leader especially manager. A confident leader always trusts on himself ability to complete the task successfully.

Moreover, integrity is also the trait that required on an effective leadership. There are many researcher finds that integrity is the trait needed on a leader. The research finding of Allio (2012) found that integrity is required on a better leader. Besides, according to Den Hartog et al., 1999; Hogan, Curphy, & Hogan, 1994 as cited in Hoogh and Hartog (2008) stated that integrity is professed as trait on an effective leadership. Meanwhile, integrity also founded is the trait that necessary to an effective leadership based on his finding in the well known global company (Morrison, 2001 as cited in Hooijberg, Lane and Diverse, 2010). These previous studies supported my research finding that integrity is part of the effective leader trait. This made my research finding more valid and accurate.

Next, problem solving stand at 33% which means is the third highest ranking of the effective leader trait. This response have been supported by the research of Piczak and Hauser, 1996 as cited in Miles & Mangold (2002) stated that problem solving skill is the main ability of an effective leader. This skill plays an important role for an effective leader to solve the problem effectively when facing different difficulties in the event. The skill of problem solving play an important role for the person's working especially person who is working in the level of management (Barker, 1997).



According to Muller and Turner (2007), a tolerant and emotional stable characteristic is needed to a project manager. An emotion leader will not classify as an effective leader because the finding shows that an effective leader must have stable emotion. Lee-Kelley and Leong, 2003 as cited in Muller and Turner (2007) stated that leader's emotional intelligence will determine whether the leader wills success or failure. It is due to an unstable emotion's leader might be irrational and make an emotional decision.

According to Hornby (2007), drive means direct others or give directions. Drive is trait required on an effective leader trait according to the research result. Leader is the person who has the responsibility to lead the event (Hartley, 2009). Leader also needs to drive the subordinate or crew to assist them to accomplish the task. Besides, leader who has high confident on his own capability will have motivation to drive his subordinate whereas leader who is not confident will no motivation to drive although the leader know drive is important for the organization performance (Felfe and Schyns, 2014). It shows that leader not merely needs drive but at the same time self-confident also needed to be an effective leader.

Moreover, an effective leadership must be able to caring of the needs of employees. The research of Oyelude and Oladele (2014) points out that what employee really needs is the leader listening what is actually needed by subordinates and get close with them. An effective leader will care for his subordinate no matter in the workplace or out of the work. This type of leader will treat his subordinate like friends or family.

To start a new organization as well as event, vision is the most important thing required to set to attain a target in the future (Pastor, 1996). The finding also shows that a

leader who always put a high value on vision will make the event conduct successful. It is because leader will forethought and knows what to do to attain the goal. Furthermore, the previous research of Goldblatt (2002) also finds that vision is part of the six traits that required for a leader.

Collaboration means cooperating with team members or partner to complete a task together. Grindle (1982) stated that a leader or person in management team must be able to coordinate with team member. Besides, Allio (2012) also stated that leader with trait of collaboration will cooperate with subordinate in discussing and planning the action then implements it together. Collaboration among the leader and team member is the fundamental requirement in an organization (Jassawalla and Sashittal, 1999 as cited in Miles & Mangold, 2002). Based on the previous studies as stated above, the reliability of this research finding is high because many previous studies are founded have the same finding which is collaboration is needed for an effective leadership.

Task needed to be done for a leader is many and complex. For example control the event budgeting, complicated procedure for sponsorship, review the event progression, scheduled the timeline, meeting the event objective and so on. To fulfill the task, leader might have the ability to do the tasks in the same time. Multitasking leader will save time and getting things done in a shorter time. Besides that, multi- skilling leader also have a big help in the process of doing the tasks.

According to Hornby (2007), passionate means someone who love deeply to a particular things. An effective event manager must be strong liking or enthusiast to managing

event because only a passionate leader will have high motivation and keep going in the work of event management.

The last trait has been identified required on an effective leadership is approachable and willing to listen subordinate's idea. According to Muller and Turner (2007), manager must be able to listen and accept subordinate's idea. Leader need to ask subordinates' suggestion no matter in making decision or facing difficulties in the organization because subordinate don't like autocracy leader. Besides, more different and greater idea maybe received from subordinates.

#### 5.2.2 Importance of Power Sharing

The second research question is what are the importance of leadership that empowers the crews? This research addresses the importance of power sharing toward decision making, leader and event. According to Grindle (1982), nowadays authority sharing is considered as part of the leadership role. Thus, the important of power sharing needed to be identified.

##### 5.2.2.1 Importance of Power Sharing on Decision Making

The finding of the important of power sharing toward decision making is conduct an effective communication process, crew may learn to make decision by their own, generate an integrated decision and crew will have sense of belonging.

The result shows that the importance of power sharing on decision making is effective communication process. By power sharing, the communication process will not merely top-down process. Two-way communication between leader and subordinate might be conducted

when making the decision. Besides, the decision would be made in shorter time due to the effective communication. Subordinates will know the instruction well because all of them engage in the discussion before decision is made.

The important of power sharing toward decision making is crew may learn to make the decision. Garfield, 1993 as cited in Honold (1997) reported that 'in an empowered organization, employees are able to fully participate as partners, they take initiative, work on teams as well as individually, and have the authority to make strategic decisions' (p. 206). Subordinate will motivate because have the authority and opportunity to take part in making decision. Other than that, Braynion (2004) also stated that the weight of power show who is the person will have the power of making decision. That means if the power is only own by a leader, then the subordinates will don't have the chances to make their own decision. Therefore, power sharing is important to allocate the proper power to the appropriate position or person to let them learn to make their own decision and at the same time have the authority to make decision.

By the power shared to the subordinates, subordinates will have the right to voice out no matter in decision making or speak out the problems. Subordinates can speak out their idea or suggestion to the leader in the meeting. By consider the subordinates' idea; a more integrated decision might be made. Besides, the generating of integrated decision after the discussion will let the subordinate feel have sense of belonging because they are take part in the process of decision making. Meanwhile the decision can be made in a shorter time.



In a organization that practice the power sharing, all of the subordinate and management team will have sense of belonging then feel motivated to attain the organization goal (Grindle, 1982). An empowered leadership which means shared the power the crew to making decision will let the crew have the sense of belonging. This is because crew will feel their pay out and contribution has been appreciated. Besides, they have a sense of belonging and feel like a part of the team and organization when subordinate have the right to voice out / giving suggestion and making decision toward the organization.

#### 5.2.2.2 Importance of Power Sharing on Leader

The finding shows that the important of power sharing on leader is reduce the burden of leader (event manager), develop future leader and more crew are willing to help the leader.

By shared the power to the others such as department leader, the leader (event manager) will not be too burdened to settle all the things by themselves. As we know that the work needed to be settled of an event is many and in various field. Such as human resources, logistic, funding, publicity and so on. Hence, the authority shared to the people who are expert might create a better performance by using their professional skill. The department leader will carried out the disperse responsibility which originally own by a leader. Lastly the event manager can reduce the heavy burden. According to Conger & Kanungo, 1988; Thomas & Velthouse, 1990 as cited in Abhishek, Kathryn & Edwin (2006), the performance of subordinate will be better if the superior is an empowered leader. This is due to the leader give opportunity to subordinate to perform without step in the subordinate's decision or task. So, leader may have more time to handle his own hectic work.

By empowerment, subordinate may have greater responsibility and opportunity to learn many things in the process of complete tasks given. Barker (1997) stated that the skills needed to be focus in the process of training to the future leader is problem solving, management skill and motivate others. By power sharing, leader may observe and realize who has the potential to be handling the bigger responsibility. According to Allio (2012), leader nowadays needs to help and develop his subordinate's skill because the power of leader is discover diminish gradually whereas the power of subordinate is larger. Leader will try to find opportunity to teach subordinate as many as leader can do (Muller and Turner, 2010).

According to Shackleton, 1995 as cited in Braynion (2004), the usage of power in an organization is to make sure that every day operation proceeds smoothly. For example, the deadline of report, working hour, dress code and others. By power, subordinate will scare and obey the instruction of the superior. Whereas the finding shows that crew will willingly to obey the leader's instruction without protest if the leader is practicing sharing power. A power sharing leader will give the impression that he is rational and easy to be get along. As time passes, the subordinate will get along with the subordinates and subordinates are willing to help.

#### 5.2.2.3 Importance of Power Sharing on Event

The results finds that the importance of power sharing toward the event is the event will successfully conducted and proceed within good time management.

By the practices of power sharing, the event held successfully. There are many benefit of practicing empowerment in the event between leader and crew. The responsibility has been

allocated to the different departments. For example publicity, funding and sponsorship, security and others. The people working in particular department have the professional skills required respectively. This may let the task perform better by using the owned expertise. Lastly, the event will be successfully conducted with the skills of the experts.

A person's action and performance is based on his possess power (French and Synder, 1959; Levinger, 1959 as cited in Lord, 1977). If the person has greater power, then the responsibility and task requires completing is harder and bigger. So, power needed to be allocated to other team members to make sure the task perform well according to the time schedule due to the preparation work of event is many. According to Kanter (1981) those subordinates with lack of power will not complete their task effectively and in a shorter time period. If the subordinate don't have power, then all of the decision and problem needed waiting a leader to giving instruction. This may causing time wasted. Besides that, all of the event's crews will be gathered to show the progress to the event manager from time to time (Stares, 1993). Even though power and responsibility is allocated into departments, but it doesn't mean department manager can making all the decision. Some of the big decision needed the suggestion from event manager or other department's subordinate. In the meeting, event manager will know the progress of every department and problem facing. In the end, the event conducting based on the time schedule has been planned without any delay.



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### **5.3 SUGGESTION AND RECOMMENDATION**

The finding of this research shows the traits of an effective leader in event management. All event leaders are most welcome to refer to the effective leader traits to be a more effective leader. Besides the effective leadership traits have been identified, leader may also know how important power sharing is. By well using this result, the event will be conducting successfully especially for community event.

Moreover, few suggestions are given to further researcher. The study of leadership must be explored more specifically and detailed rather than conducting in general only. In-depth study will make the finding more precise. To conducting a precise research, long duration is needed and limited timeframe is avoided. Other than that, the research topic must be useful to the society.

Besides, non-profit organizations and clubs are encouraged to conduct more community event to widespread wellbeing within local area. Such as education fair, health talk and entertainment activity. These events can give information and knowledge for the people in local area by minimum fee or free or charge.

### **5.4 CHAPTER SUMMARY**

In summary, the finding has been discussed in this chapter. This study has successfully answered the research objectives and research questions. There are two research questions in this research. The first research question is what are the traits of effective leadership of event manager? The result shows 12 traits needed to be on an effective leader trait which consists of communication skill, self-confidence, integrity, problem solving, emotional maturity, drive,

caring for needs of employees, vision, collaboration, multitasking, passionate and approachable and willing to listen. The second research question is what are the importance of leadership that empowers the crews? There are three aspect have been answer in term of the importance of power sharing towards decision making, the importance of power sharing towards leader and the importance of power sharing towards event. Lastly, some suggestion and recommendation have been given to the future researcher and event leader.

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## APPENDIX A

### QUESTIONNAIRE (open-ended questions)

Salutations,

Below is a survey form for the purpose of research and final year project. It will be a great help if you can spend some time to answer the questionnaire. Your cooperation is much appreciated.

This survey is conducted by Tan Shwu Yun from Universiti Malaysia Sarawak (UNIMAS).

Instruction: Please fill your answer in the appropriate blanks given. Please answer all the questions.

#### PART A: Demographic Background

1. Gender : \_\_\_\_\_
2. Age : \_\_\_\_\_
3. Race : \_\_\_\_\_
4. Occupation : \_\_\_\_\_
5. Name of club : \_\_\_\_\_
6. Position in club : \_\_\_\_\_

#### PART B: EFFECTIVE LEADER TRAIT

Leader trait means permanent and fixed characteristics of a leader (Howell and Costley, 2006)

7. Please write down trait(s) of an effective leader. (You could refer to the information attached at the back of this questionnaire). You can list down any other traits that are relevant.

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8. Why do you consider that/those trait(s) as effective leader's trait(s)?

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9. From the trait(s) you have stated above, which one is the key trait of an effective event manager? Why?

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#### PART C: POWER SHARING

According to Kreitner and Kinicki (2008), power sharing means diverse power is distributed to other staff according to their position in the place of work. This also means the power of decision-making is not wholly on a leader thus supremacy can be averted.

10. What are the importance of leadership that empowers the crews on the process of decision making?

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11. What are the importance of leadership that empowers the crews on the leader?

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12. What are the importance of leadership that empowers the crews on the event?

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\*Thank you very much for your time and generous feedback. Your cooperation is much appreciated. ☺

## ATTACHMENT PART B (7)

Goldblatt (2002) defined six characteristics of an event leader which consist of

Trait	Explanation
Integrity	Always morally upright
Confidence and persistence	Regardless doubts and insist on something
Collaboration	Work together with others to complete a task
Problem solving	Is capable to find solution and resolve matter
Communication skill	Articulate clearly and effectively
Vision	A person who always forethought

Kirkpatrick and Locke's study (as cited in Hitt, Black, Porter and Hanson, 2007, p. 360) resulted that leaders' traits are

Trait	Explanation
drive	able to direct and encourage others to complete a task
motivation to lead	desire to guide and direct others
self-confidence	Believe own capability
emotional maturity	Always well adjusted and keep calm
honesty	Integrity and reliable

Schafer (2010) have resulted top five leader's characteristic which consist of

Trait	Explanation
honesty and integrity	Honor and morally upright
caring for needs of employees	Concern subordinate's requirement whether in term of money, health, welfare, safety and so on
strong communication skill	Convey the message effectively to others
strong work ethic	Good moral values in conducting the task
approachable and willing to listen	Friendly and would like to hear others voice or opinion

## APPENDIX B

### TRANSCRIPTIONS

Participant 1 (P1)

Question	Response
7	<ul style="list-style-type: none"> <li>• Caring for the needs of employees</li> <li>• Problem solving</li> <li>• Self-confidence</li> <li>• Emotional maturity</li> </ul>
8	<ul style="list-style-type: none"> <li>• So that all could work as a family and strive to achieve success.</li> <li>• So that all problems could be solved effectively and efficiently in lesser time.</li> <li>• To be able to lead the others and make them confident as well.</li> <li>• To be able to keep calm and be professional at all times.</li> </ul>
10	The process of decision making will be a two-way process or communication but not just a top-down approach. The process should involve everyone.
11	The leader would have lesser burden. The leader could focus on the other things that are also important.
12	The event would be a success as all are responsible for the event and having a sense of belongings towards the event.

Participant 2 (P2)

Question	Response
7	<ul style="list-style-type: none"> <li>• Integrity</li> <li>• Communication skill</li> </ul>
8	<ul style="list-style-type: none"> <li>• Event leader always represent the event's reputation, so a manner leader is needed.</li> <li>• Leader has to communicate with exterior people, so communication skill is crucial.</li> </ul>
10	Crews may start to learn in making decision rather than just waiting and asking the every single decision from leader.
11	Leader might not be too busy in making all decision of the event.
12	The event will be successfully conducted because crews feel motivated being trusted by leader to do the things freely.

Participant 3 (P3)

Question	Response
7	<ul style="list-style-type: none"> <li>• Communication skill</li> <li>• Approachable and willing to listen</li> </ul>
8	<ul style="list-style-type: none"> <li>• Leader's speaking and action closely relate to the event moreover that leader is holding a high position on the event.</li> <li>• Willing to listens the ideas and suggestions of subordinates.</li> </ul>
10	Crews might feel they are trusted by the leader and the decision will be more integrated after the discussion between crews and leader.
11	Leader always busy and have many task to do. So, if crews can complete their task independently then leader can spent his time to others things.
12	Event's progress will be going smoothly due to no need to wait event manager to make decision. If all of the decision is waiting for an event manager to make decision, many tasks will delay.

Participant 4 (P4)

Question	Response
7	<ul style="list-style-type: none"> <li>• Communication skill</li> <li>• Collaboration</li> </ul>
8	<ul style="list-style-type: none"> <li>• Leader need to convey the instructions effectively to crews. Thereafter task complete well.</li> <li>• Able to work and accomplish the task with everyone of the event.</li> </ul>
10	If the leader gives the power to crews in making decision, crews will have sense of belonging then complete the task very well.
11	There are many departments in conducting an event and the main task of a department manager is to make decision rationally rather than waiting for event manager to make every single decision. Lastly event manager will be a busy person.
12	Crews will loves and have motivation to working at that environment with a democratic leader. Then a splendid event will be generated.



Participant 5 (P5)

Question	Response
7	<ul style="list-style-type: none"> <li>• Caring for the needs of employees</li> <li>• Drive</li> <li>• Vision</li> </ul>
8	<ul style="list-style-type: none"> <li>• Crew feel warmth and have sense of belonging toward the concerned of leader.</li> <li>• A leader should be able to direct his subordinate to do something. Not the leader doing anything by himself. If a leader doing every task alone then he is a fail leader.</li> <li>• A vision leader will always think carefully on how to manage a successful event.</li> </ul>
10	Leader will think about the crews' idea and an integrated solution might be generated.
11	Leader will not busy to assist crews in complete the task if adequate power is give to crews to making decision or complete a task.
12	Without a supremacy leader, the task will be complete on-time. It is because most of the supremacy leader is precision and all decision need his approval.

Participant 6 (P6)

Question	Response
7	<ul style="list-style-type: none"> <li>• Self-confidence</li> <li>• Emotional maturity</li> <li>• Problem solving</li> </ul>
8	<ul style="list-style-type: none"> <li>• Confident in making decision because his decision will affect the event's performance.</li> <li>• Keep calm even facing difficulties or problems.</li> <li>• Think positive and try to find out solution to solve the problem rather than try to escape or ignore the problem.</li> </ul>
10	Throughout the discussion between leader with crews, an integrated and better decision might be created.
11	Leader can explore the potential and talent of the crew and develop future leader by using this opportunity.
12	Crews complete their tasks on-time due to no need to wait event manager to approve their decision.

Participant 7 (P7)

Question	Response
7	<ul style="list-style-type: none"> <li>• Drive</li> <li>• Problem solving</li> <li>• Self-confidence</li> </ul>
8	<ul style="list-style-type: none"> <li>• Direct the crews to complete the task with guidance to make sure they are understand the instruction given.</li> <li>• Different ideas need to be considered so that a firm decision can be made.</li> <li>• Leader must have high confident in making decision because his decision will influence the success of failure of the event.</li> </ul>
10	So that the crews can acknowledge that their ideas are appreciated. This will encourage crews to voice out their opinions and thus, integrated and firm solution will be created.
11	Leader will have more crews that are willing to help. They feel motivated with the power delegated to them to perform job better.
12	To ensure the progress of event not to be delayed.

Participant 8 (P8)

Question	Response
7	<ul style="list-style-type: none"> <li>• Passionate</li> <li>• Self confidence</li> <li>• Communication skill</li> <li>• Vision</li> </ul>
8	<ul style="list-style-type: none"> <li>• As an event leader, he must love and enthusiastic on what he is doing so that he will have motivation to doing the task.</li> <li>• Confident on every decision.</li> <li>• An event manager may need to communicate with many people and his speak represent the whole event.</li> <li>• A foresight and vision leader will always know how to achieve success.</li> </ul>
10	So that the leader can make a better decision that can bring benefit to the event.
11	Leader will not busy on making decision on tiny matter and can spend the time to other matter.
12	Leader represents how an event functions. The event will

	successfully conduct if the leader distributes the power to crews.
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Participant 9 (P9)

Question	Response
7	<ul style="list-style-type: none"> <li>• Self-confidence</li> <li>• Communication skill</li> </ul>
8	<ul style="list-style-type: none"> <li>• Leader is fast and brave to making decision without asking other's opinion.</li> <li>• A leader with strong communication skill will giving a clear direction to crews.</li> </ul>
10	A better suggestion or decision will received if the crews are given power to voice out their opinion.
11	Crews will complete their task independently and leader will not busy on assists the crews to doing the task.
12	Crews will feel motivated and complete the task very well lastly the event will productively conduct.

Participant 10 (P10)

Question	Response
7	<ul style="list-style-type: none"> <li>• Multitasking</li> <li>• Communication skill</li> </ul>
8	<ul style="list-style-type: none"> <li>• An effective leader must be able to do many tasks at the same time and in a short period.</li> <li>• It is important to get a clear instruction from leader to prevent crews feel unsure when perform the task.</li> </ul>
10	Crew will have sense of belonging because have been trusted by leader to make the decision.
11	Leader may observe and know who is the person perform well and has the potential to be a leader.
12	The event will perform well.

Participant 11 (P11)

Question	Response
7	<ul style="list-style-type: none"> <li>• Communication skill</li> <li>• Emotional maturity</li> <li>• Integrity</li> <li>• Caring for the needs of employees</li> </ul>
8	<ul style="list-style-type: none"> <li>• A good communication process will let crews understand what she/he needed to do.</li> </ul>

	<ul style="list-style-type: none"> <li>• Able to solve the problem in a short time.</li> <li>• An integrity leader will also increase the event reputation.</li> <li>• Crews will have sense of belonging then complete the task diligently.</li> </ul>
10	By two-way communication between leader and crew, a better decision will generated and acceptable by crew.
11	Leader can use this opportunity to observe the potential of crews from their task performance.
12	The event will success and crews working in a happy environment.

Participant 12 (P12)

Question	Response
7	<ul style="list-style-type: none"> <li>• Integrity</li> <li>• Problem solving</li> <li>• Drive</li> <li>• Emotional maturity</li> </ul>
8	<ul style="list-style-type: none"> <li>• An integrity leader will let the crews obey and comply the leader's instruction.</li> <li>• In an event, there must have many problems occur. So, leader might need to make decision immediately.</li> <li>• Many crews are needed to run an event and some of them might still unfamiliar on their tasks. So leader should lead them with give them guidance.</li> <li>• An emotional maturity leader will easy to get close with crews because leader will not get angry unprovoked.</li> </ul>
10	Those crews have chance involve in the discussion on decision making will let the crew have sense of belonging to that team.
11	Leader will know who has the potential to be a leader based on their task performance.
12	Crews will complete their job based on the power given and finally the event's objective accomplished.

Participant 13 (P13)

Question	Response
7	<ul style="list-style-type: none"> <li>• Integrity</li> <li>• Communication skill</li> </ul>
8	<ul style="list-style-type: none"> <li>• Crews will respect to the leader and willing to learn</li> </ul>



	<p>from them.</p> <ul style="list-style-type: none"> <li>• Leader will communicate effectively with crews.</li> </ul>
10	By discussion with the crews before making decision, the crews will know what exactly the leader really want and understand the instruction.
11	Leader will understand what their crews thinking and aware of their capability.
12	The event will run successfully by considers the crew's ideas.

Participant 14 (P14)

Question	Response
7	<ul style="list-style-type: none"> <li>• Integrity</li> <li>• Self-confidence</li> </ul>
8	<ul style="list-style-type: none"> <li>• Crews will get influence by leader as well.</li> <li>• A confident leader is believe on his own ability and able to solve every problem.</li> </ul>
10	Discussion with crews before leader make any decision will let the crews have sense of belonging.
11	Leader will not tiring to handle and solve all the problems.
12	Event will proceed smoothly and attain the event objective.

Participant 15 (P15)

Question	Response
7	<ul style="list-style-type: none"> <li>• Collaboration</li> <li>• Communication skill</li> </ul>
8	<ul style="list-style-type: none"> <li>• Leader may need to work with many people so he must be able to work with others and have skill of teamwork.</li> <li>• Whatever word speaking by leader represent to the event.</li> </ul>
10	Crews may use this opportunity to start on learn how to make decision rather than rely on others to make decision.
11	Leader might not be too burdening to handle all the tiny matter of the event.
12	Event will conduct based on the time schedule have been planned.